

Qualitative Case Review

Eastern Region

Fiscal Year 2005

Preliminary Results

Office of Services Review

October 2004

Executive Summary

- 24 cases were reviewed for the Eastern Region Qualitative Case Review conducted in October 2004.
- **The overall Child Status score was 92%. This exceeds the exit requirement of 85%.**
- Health/Physical Well-being and Caregiver Functioning were acceptable on all cases (100%).
- Safety (96%), Appropriateness of Placement (92%), Emotional/Behavioral Well-being (92%), and Satisfaction (88%) all exceeded the exit criteria. Prospects for Permanence (75%), Learning Progress (83%), and Family Resourcefulness (82%) were each near the exit criteria.
- There was a substantial increase in Prospects for Permanence, which rose from 63% to 75%.
- **The overall score for System Performance improved from 83% acceptable cases last year to 92% acceptable cases this year.**
- Four of the six core indicators Child and Family Team/Coordination, Child and Family Planning Process, Plan Implementation and Tracking and Adaptation exceeded the 70% mark for exit criteria.
- Pronounced increases were seen in Functional Assessment (from 38% to 63%), Plan Implementation (from 79% to 92%), and Tracking and Adaptation (from 71% to 88%). Conversely, an unusual decline was seen in Successful Transitions (from 83% to 65%).
- The Blanding, Castle Dale, Moab, Roosevelt, and Vernal offices achieved 100% acceptable System Performance on their cases. The other two offices each had only one case that was not acceptable.
- Foster care cases and home-based cases scored comparably. Foster care cases had acceptable System Performance scores on 94% of the cases (all but one case). Home-based cases had acceptable System Performance scores on 86% of the cases (all but one case).
- Being a new worker did not appear to be a factor. Of the six cases where the worker had been employed by DCFS for a year or less, 100% had acceptable System Performance scores.

Methodology

The Qualitative Case Review was held the week of October 18-22, 2004. Twenty-four open DCFS cases in the Eastern Region were selected and scored. Certified reviewers from the Child Welfare Policy and Practice Group (CWPPG), the Office of Services Review (OSR), and the Division of Child and Family Services (DCFS) reviewed the cases as well as reviewers from outside stakeholders and non-certified DCFS staff. The cases were selected by CWPPG based on a sampling matrix assuring that a representative group of cases was reviewed. The sample included children in out-of-home care and families receiving home-based services such as voluntary and protective supervision and intensive family preservation. Cases were selected to include offices throughout the region.

The information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents (when placed in foster care), caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. In addition the child's file, including prior CPS investigations and other available records, was reviewed.

Performance Tables

Preliminary data

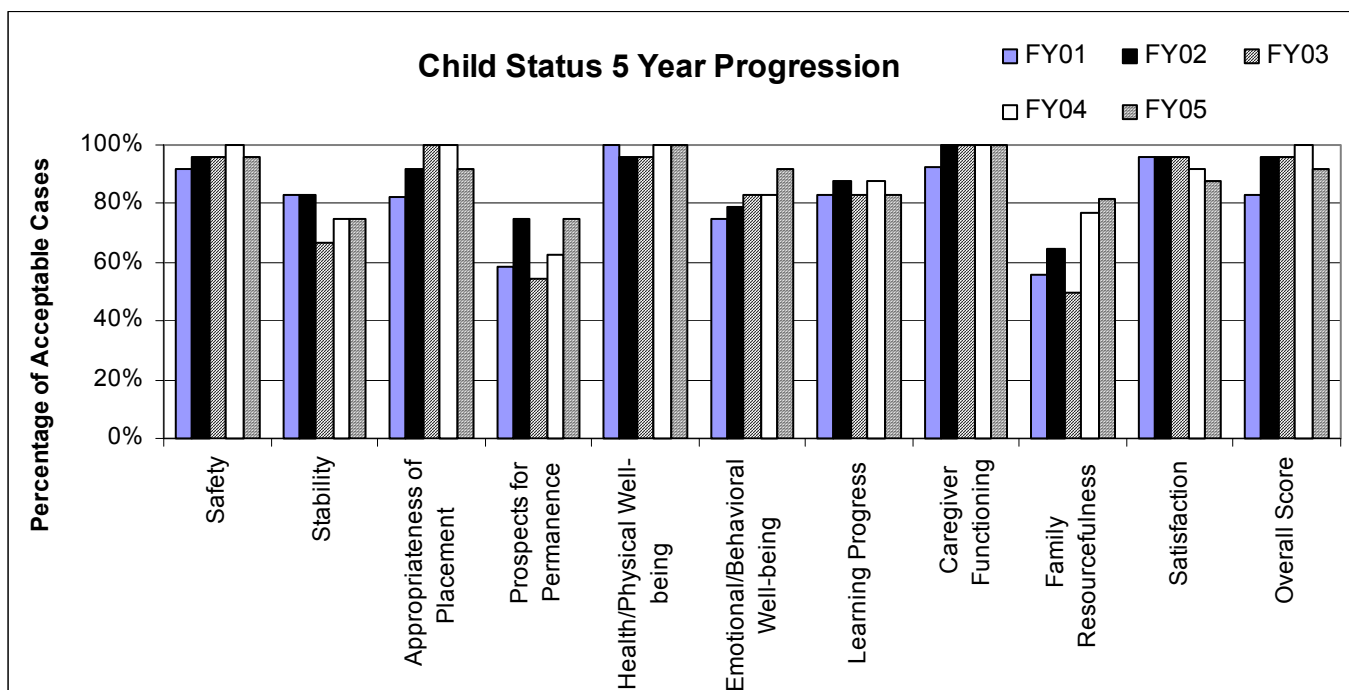
The results in the following tables are based on the scores submitted at the end of the Eastern Region Review. They contain the scores of 24 cases. These results are preliminary and are subject to change until all reviewers have submitted their case stories.

Eastern Region Child Status										
	# of cases	# of cases	FY00 Baseline Scores		FY01	FY02	FY03	FY04	FY05	
	(+)	(-)	Scores	Exit Criteria 85% on overall score						Current Scores
Safety	23	1	77.8%	95.8%	91.7%	95.8%	95.8%	100.0%		95.8%
Stability	18	6	77.8%	75.0%	83.3%	79.2%	66.7%	75.0%		75.0%
Approp. of Placement	22	2	87.5%	91.7%	82.6%	91.7%	100.0%	100.0%		91.7%
Prospects for Permanence	18	6	77.8%	75.0%	58.3%	70.8%	58.3%	62.5%		75.0%
Health/Physical Well-being	24	0	100.0%	100.0%	100.0%	95.8%	95.8%	100.0%		100.0%
Emot./Behavioral Well-being	22	2	77.8%	91.7%	75.0%	79.2%	79.2%	83.3%		91.7%
Learning Progress	20	4	66.7%	83.3%	83.3%	87.5%	83.3%	87.5%		83.3%
Caregiver Functioning	17	0	100.0%	100.0%	92.9%	100.0%	100.0%	100.0%		100.0%
Family Resourcefulness	9	2	0.0%	81.8%	55.6%	66.7%	50.0%	76.9%		81.8%
Satisfaction	21	3	77.8%	87.5%	95.8%	95.8%	95.8%	91.7%		87.5%
Overall Score	22	2	77.8%	91.7%	83.3%	95.8%	95.8%	100.0%		91.7%

(+) cases acceptable (-) cases needing improvement

1) This score reflects the percent of cases that had an overall acceptable Child Status score.

Note: These scores are preliminary and subject to change



Statistical Analysis of Child Status Results:

The overall Child Status score was 92%!

Two indicators reached 100%: Health/Physical Well-being and Caregiver Functioning. Safety (96%), Appropriateness of Placement (92%), Emotional/Behavioral Well-being (92%), and Satisfaction (88%) were not far behind. Despite limited resources, Eastern Region staff are doing a great job finding the best possible home or facility to meet the needs of the children and these providers are well trained and capable of providing for the needs of the children.

Positive results were also achieved on Prospects for Permanence (75%), Learning Progress (83%), and Family Resourcefulness (82%). After a pronounced increase in Family Resourcefulness last year (from 50% to 77%), Family Resourcefulness increased even further this year to 82%. The results on Prospects for Permanence and Family Resourcefulness are very commendable since these are traditionally lagging indicators that don't respond until there is significant and sustainable progress in the other indicators.

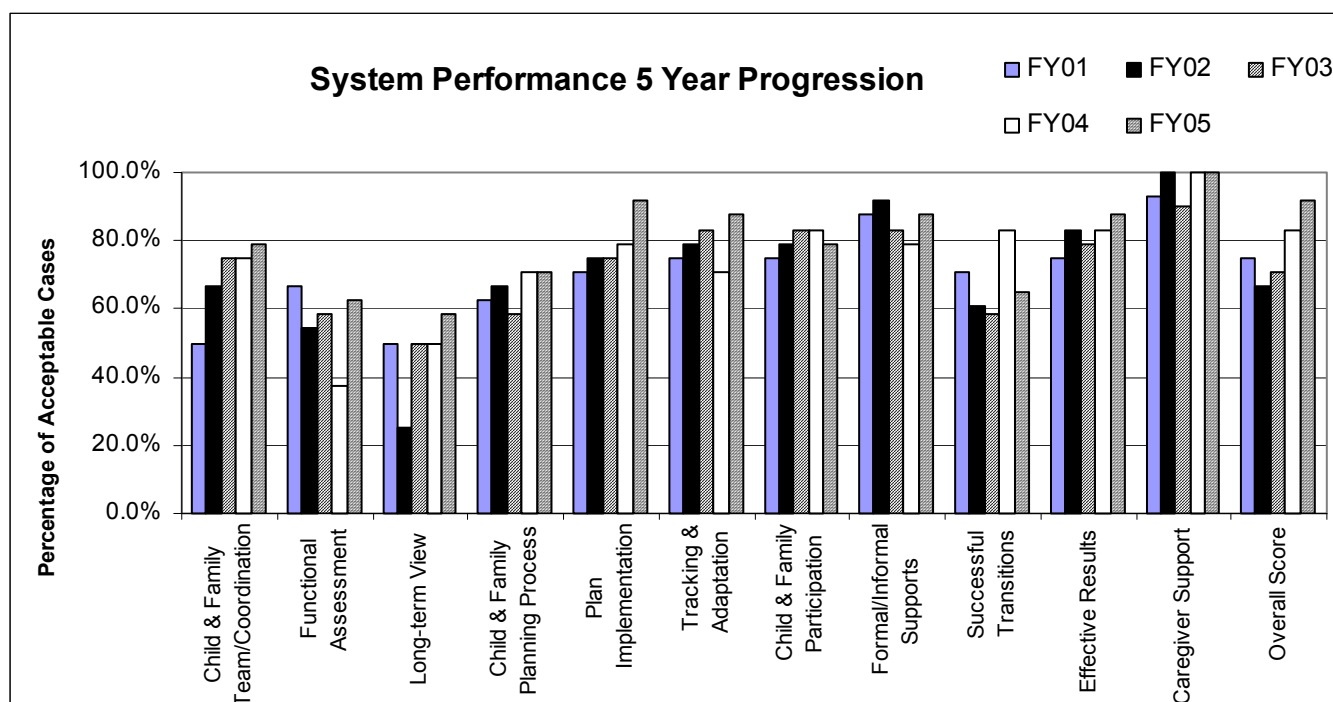
There were no significant declines in any of the indicators.

Eastern Region System Performance										
	# of cases	# of cases	FY00	Exit Criteria 70% on Shaded indicators		FY01	FY02	FY03	FY04	FY05
	(+)	(-)	Baseline Scores	Exit Criteria 85% on overall score						Current Scores
Child & Family Team/Coord.	19	5	22.2%	79.2%	50.0%	66.7%	75.0%	75.0%	79.2%	
Functional Assessment	15	9	11.1%	62.5%	66.7%	54.2%	58.3%	37.5%	62.5%	
Long-term View	14	10	0.0%	58.3%	50.0%	25.0%	50.0%	50.0%	58.3%	
Child & Family Planning	17	7	0.0%	70.8%	62.5%	66.7%	58.3%	70.8%	70.8%	
Plan Implementation	22	2	44.4%	91.7%	70.8%	75.0%	79.2%	79.2%	91.7%	
Tracking & Adaptation	21	3	55.6%	87.5%	75.0%	79.2%	83.3%	70.8%	87.5%	
Child & Family Participation	19	5	55.6%	79.2%	75.0%	79.2%	83.3%	83.3%	79.2%	
Formal/Informal Supports	21	3	77.8%	87.5%	87.5%	91.7%	83.3%	79.2%	87.5%	
Successful Transitions	13	7	33.3%	66.0%	70.8%	60.9%	54.2%	83.3%	65.0%	
Effective Results	21	3	66.7%	87.5%	75.0%	83.3%	79.2%	83.3%	87.5%	
Caregiver Support	18	0	100.0%	100.0%	92.9%	100.0%	90.0%	100.0%	100.0%	
Overall Score	22	2	33.3%	91.7%	75.0%	66.7%	70.8%	83.3%	91.7%	1)

(+) cases acceptable (-) cases needing improvement

1) This score reflects the percent of cases that had an overall acceptable System Performance score.

Note: These scores are preliminary and subject to change



Statistical Analysis of System Performance Results

The overall score for System Performance improved 83% to 92% acceptable cases. Eastern region has steadily improved their overall System Performance score every year for the past three years.

Four of the six core indicators, Child and Family Teaming/Coordination, Child and Family Planning Process, Plan Implementation, and Tracking and Adaptation exceeded the 70% mark for exit criteria. These were the same four indicators that exceeded the exit criteria last year, and the scores were even higher this year than last year. This is an indication that this region is making good progress implementing the Practice Model principles in their day-to-day practice.

Functional Assessment, the lowest scoring indicator last year, showed a 25 point improvement this year, jumping from 38% to 63%. Other indicators that showed improvement were Tracking and Adaptation (from 71% to 88%), Plan Implementation (from 79% to 92%), Formal/Informal Supports (from 79% to 88%), Effective Results, (from 83% to 88%), Child and Family Team/Coordination (from 75% to 79%) and Long-term View (from 50% to 58%).

After demonstrating great improvement last year, jumping from 54% to 83%, Successful Transitions fell back to 65% this year. Child and Family Participation showed a small decline of 4 points, to 79%. Child and Family Planning Process and Caregiver Support each scored the same as last year.

The two core indicators that did not meet the exit criteria were Long Term View (58%) and Functional Assessment (63%). Overall there were seven System Performance indicators that increased, three that remained the same, and only one that decreased.

ANALYSIS OF DATA

RESULTS BY CASE TYPE AND PERMANENCY GOALS

Foster care cases scored comparably to home-based cases. In foster care cases, 16 out of 17 had an acceptable overall System Performance (94%), while 6 out of 7 in-home cases had acceptable overall performance (86%). Both types of cases scored very well. Only one foster care and one home based case had unacceptable System Performance.

Case Type	# in sample	# Acceptable System Performance	% Acceptable System Performance	Average Overall System Performance
Foster Care	17	16	94%	4.8
Home-based	7	6	86%	4.1

The permanency goal did not have much impact on the System Performance scores. As in the past, cases where the goal was Remain Home tended to score lower, but not nearly as low as they have scored in the past. Last year cases where the goal was Remain Home had acceptable System Performance on 67% of the cases. This year that figure rose to 83%, meaning only one of the cases with a Remain Home goal was unacceptable. Only one other case had unacceptable overall system performance. That case had the goal of Individualized Permanency.

Goal	# in sample	# Acceptable System Performance	% Acceptable System Performance	Average Overall System Performance
Adoption	3	3	100%	4
Independent Living	1	1	100%	5
Individualized Permanency	10	9	90%	4.4
Remain Home	6	5	83%	4.2
Return Home	4	4	100%	4.2

RESULTS BY AGE OF TARGET CHILD

The likelihood of having an acceptable score on System Performance was fairly consistent in spite of the age of the child, as shown below.

Age	# in sample	# Acceptable System Performance	% Acceptable System Performance
0 to 5	5	5	100%
6 to 12	7	6	86%
13+	12	11	92%

RESULTS BY CASEWORKER DEMOGRAPHICS

Caseload

Although the chart shows two workers having caseloads of more than 17 cases, the caseload of one of those workers is very high due to the unique nature of the cases, so it was omitted when calculating the average caseload in order to prevent skewing. With the omission of that worker, only one other caseworker had what would be considered a high caseload. That worker had 19 cases, and the case pulled for review passed. The two workers whose cases had unacceptable system performance had caseloads of 10 and 15 cases.

Because only one worker had a high caseload, comparison between the two groups (workers with high caseloads and workers with manageable caseloads) is hardly meaningful. The important thing to note is that all but one worker had a manageable caseload. It is likely that part of the reason for Eastern's success this year and last is that caseloads have been kept within manageable levels.

Caseload Size	# in sample	# Acceptable System Performance	% Acceptable System Performance
16 cases or less	22	20	91%
17 cases or more	2	2	100%

Worker Experience

As happened last year, the more experienced workers had a higher percentage of unacceptable cases than less experienced workers. However, the average overall System Performance score is identical in both years. This is illustrated in the tables below.

Fiscal Year 2004

Months of Caseworker Experience	# in sample	# Acceptable System Performance	% Acceptable System Performance	Average Overall System Performance
12 months or less	7	7	100%	4.1
13 months or more	17	13	77%	4.1

Fiscal Year 2005

Months of Caseworker Experience	# in sample	# Acceptable System Performance	% Acceptable System Performance	Average Overall System Performance
12 months or less	6	6	100%	4.3
13 months or more	18	16	89%	4.3

RESULTS BY OFFICES AND SUPERVISORS

The following table displays the overall case results by office and supervisor. Five of the seven offices in the Eastern region had 100% of their cases acceptable on System Performance. The excellent and consistent performance across the region led to excellent results overall as the region scored 92% on overall System Performance.

Case#	Supervisor	Office	Child Status	Sys. Perf.	Sys. Perf. By office
05E20	A	A	Acceptable	Acceptable	2 Acceptable
05E11	B	A	Acceptable	Acceptable	0 Unacceptable
					100%
05E05	C	B	Acceptable	Acceptable	3 Acceptable
05E09	C	B	Acceptable	Acceptable	0 Unacceptable
05E22	C	B	Acceptable	Acceptable	100%
05E03	D	C	Acceptable	Acceptable	4 Acceptable
05E06	D	C	Acceptable	Acceptable	0 Unacceptable
05E13	D	C	Acceptable	Acceptable	100%
05E19	D	C	Acceptable	Acceptable	
05E18	E	D	Unacceptable	Unacceptable	5 Acceptable
05E02	F	D	Acceptable	Acceptable	1 Unacceptable
05E08	F	D	Acceptable	Acceptable	83%
05E10	F	D	Acceptable	Acceptable	
05E16	F	D	Acceptable	Acceptable	
05E24	F	D	Acceptable	Acceptable	
05E17	G	E	Acceptable	Acceptable	3 Acceptable
05E12	H	E	Acceptable	Acceptable	0 Unacceptable
05E14	H	E	Acceptable	Acceptable	100%
05E07	I	F	Acceptable	Acceptable	1 Acceptable
05E04	J	F	Unacceptable	Unacceptable	1 Unacceptable
					50%
05E01	I	G	Acceptable	Acceptable	4 Acceptable
05E15	J	G	Acceptable	Acceptable	0 Unacceptable
05E21	K	G	Acceptable	Acceptable	100%
05E23	K	G	Acceptable	Acceptable	

Conclusion

Eastern Region did very well on their QCR reviews this year. They scored an impressive 92% on both overall Child Status and overall System Performance, both of which exceeded all of their previous overall scores. They also exceeded the exit criteria on four of the six core indicators. The fundamentals are in place and they are now looking at refining practice and improving scores on the two remaining core indicators and focusing their efforts on offices that are consistently ranking low. They are on the verge of passing and could easily do so next year if they improve their performance in Functional Assessment and Long-Term View.

Eastern Region Exit Conference

October 22, 2005

STRENGTHS

- Significant parental involvement in the teaming process.
- Involvement of the biological parent after the termination of reunification and parental rights.
- Good match between the family and the caseworker.
- New worker had the Practice Model integrated.
- Personal commitment by the worker to the child's services.
- Caseworker who is sensitive to and knowledgeable of the Ute culture.
- Long term relationships with the caseworker and the foster home.
- Supervisor who was very interested in following up on the issues of a challenging case.
- Good management of a team over distances.
- Good preparation, lead-time and participation of team members and respect of the worker by the community partners and families.
- Good functional, knowledgeable teams, maturing process of teaming.
- Linkage of services for the parents who are out of the region.
- Support for the foster parents by the providers and the DCFS staff. Especially the wraparound services.
- Excellent partnership with the MH provider and the legal team.
- Empowerment of the families and especially the child.
- Exceptional mental health provider getting to the underlying needs.
- Outpatient treatment facility recognizing the need to revamp their practice to meet the need of the division.
- Adaptation of the plan to meet the changing needs of the case.

PRACTICE IMPROVEMENT

- Pieces missing in the functional assessment, i.e. family histories, specialized medical history, educational evaluation, inclusion of the big picture and key historical events.
- Long-term View projecting beyond case closure and including the necessary steps to get there. Consideration of how the team will function after the case is closed.
- Recognizing needs vs. services in the need statements.
- Preparation of the team meetings and how to deal with non-negotiable, attention to overcoming distance barriers. Families have full access and disclosure of information so that they are knowledgeable of their options.
- Conflict resolution.
- Sequencing of the practice model such as the plan flowing from the assessment, getting input from the team into the assessment process and the plan, adapting the plan as needed.

SYSTEMIC CHALLENGES

- Rethinking the role of the functional assessment.
- Leadership taking a role in expecting the providers to adapt their practice to meet the needs of the practice of the division.
- Need for specialized therapeutic providers, such as domestic violence, sexual abuse, youth services, family preservation, culturally sensitive for Native American cases, in addition to more therapeutic providers in general.
- Interstate access to providers where needed.
- Loss of services due to changes in Medicaid funding.
- Collaboration of practice between drug court and the family practice model.
- Community strategy and administrative support to meet the needs of staff, communities and families.
- Placement of children outside of their home communities.